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6 April 1981

MEMORANDUM FOR: See Distribution Below

25X1 FROM :
Chief, Career Management Staff

SUBJECT : DO Professional Recruitment Requirements

1. A reasonably accurate projection of our professional recruitment needs for the period through end of FY 1983 is difficult to impossible to establish at this time. I believe an initial projection can be made in a few weeks. Following is an interim discussion of current knowns, unknowns, and probable continuing variables.

2. With the addition of new ceilings and the expectation of continued heavy retirement, it is clear that we will need to EOD new professionals in numbers unprecedented since the early 1950s. The latest projection from OP's computer model shows needs for professional accessions as follows:

<u>FY 1981</u>	<u>FY 1982</u>	<u>FY 1983</u>
277	430	383

The projection assumes a within ceiling increase of 100 clerical positions in Headquarters and a professional attrition rate of circa 190 per year. The clerical increase is mandatory and 100 positions is an absolute minimum. Most, if not all, should be in those categories which comprise what I would call the true clericals -- those who type and file. The attrition estimates are consistent with recent experience and also are based on our age structure. From the age structure standpoint, the level of attrition generally would be healthy. (There would be a 57% increase in the number of professionals under age 40, a slight increase in the 40-49 group, and a 23% decrease in the 50 and above age group.) However, for several reasons, I doubt that our actual attrition will be as high as projected.

3. Retirement and other attrition rates are influenced enormously by factors other than age. One factor is psychological considerations. Morale in the service has bottomed out

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and is rising. Expectations of better times, while tinged with some healthy skepticism, also are rising. If the current administration and CIA management can avoid sending the wrong signals or making other blunders, I am convinced that many of those eligible will at least defer their retirement. Also, fewer members of the under 35 age group will decide that there is no point in continuing to make sacrifices which go unrecognized and unrewarded. A second factor is the state of the economy. Annuities probably will not continue to increase at the phenomenal rate of the recent past, college tuition costs are skyrocketing, and there are increasingly fewer places with low costs of living for retirement relocation. In summary and recognizing that I could be misreading the signs, I believe that professional attrition will be at least 25% lower than the OP projection.

4. The attrition issue aside, professional EOD requirements still will border on the astronomical, and the CT program must carry by far the major part of the burden. In fact, it is safe to say that our ability to reach the new ceiling depends almost totally on the CT program. Here is where we face the major unknowns. Because of the hiring freeze, CT recruitment is running way behind even our original target for FY 1981. An advertising "blitz" is underway and showing excellent results. The advertising effort is coupled with new (but experimental) initiatives designed to produce dramatically higher hit rates from gross numbers of applications and dramatically higher EOD rates from those put into process. We believe these new procedures will work and we will be able to identify for processing whatever numbers of CTs we will need per fiscal year. However, these new procedures also require intensive commitment of Junior Officer Board member time and travel funds far beyond levels currently available. At the current rate of obligation, I expect to be out of travel funds by July 1981 and I imagine that OP is in no better shape.

5. Assuming the required numbers of suitable CT candidates can be identified through the advertising, screening and interview mechanisms, we still face what probably will be the major obstacle -- processing. Against previous smaller recruitment targets, it was obvious that the resources of OP, OS, OTE, and OMS committed to the CT program were stretched almost to the breaking point. Processing was unacceptably long and the loss rate of candidates put in process was unacceptably high. All of these offices have made major efforts to refine and improve their processing capabilities in support of the CT program -- e.g., more thorough screening by the recruiters and interviewers and upfront polygraphing by OS to remove potential security problem cases. Most of these efforts undoubtedly will help

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to unclutter the system and shorten processing time. However, I do not believe that OP, OS, and OMS will be able to handle the numbers we need without committing additional personnel and fiscal resources on an immediate basis. Recognizing that "new" ceiling and travel funds may have to be deferred to a later fiscal year, I can suggest only that existing priorities may have to be reordered. What the actual additional requirements will be is difficult to judge at the moment, but I expect we will find out. In advance of receiving a firm target, C/RTB has been instructed to identify candidates for this year without limit.

6. It also is clear that our EOD rate for CTs will exceed by a wide margin our ability to provide full operations training. Current and projected requirements for additional training in trade-craft, CI, CA and PM probably will limit the numbers of CTs OTE can handle to circa 120 per year. Although additional slots are or can be made available for training, the number of experienced officers we can afford to pull off the line cannot be increased significantly for at least two or three more years. Also, the remaining pool of qualified and willing annuitants is not large.

7. The "surplus" of entering CTs over operations training capacity can and will be accommodated. Full operations training for the younger CTs and those without language qualifications can be deferred until the EOD rate drops and operations training capacity is increased. Some CTs will be given a few weeks of indoctrination and put right to work on shorthanded country or functional desks. Others will go right into language training -- perhaps without waiting for the final stages of security processing. This will create an additional burden on the language school and they undoubtedly will need additional instructor staff.

8. Although in final analysis we probably will ride or fall on CT recruitment, major efforts also will have to be made to meet the continuing needs for lateral entry of other professionals (NOCs, linguists, programmers, etc.) and the new needs of SOG and CAS. In total, the lateral entry professional requirement also will be higher than in most previous years and must be accommodated by the recruitment, processing and training mechanisms.

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